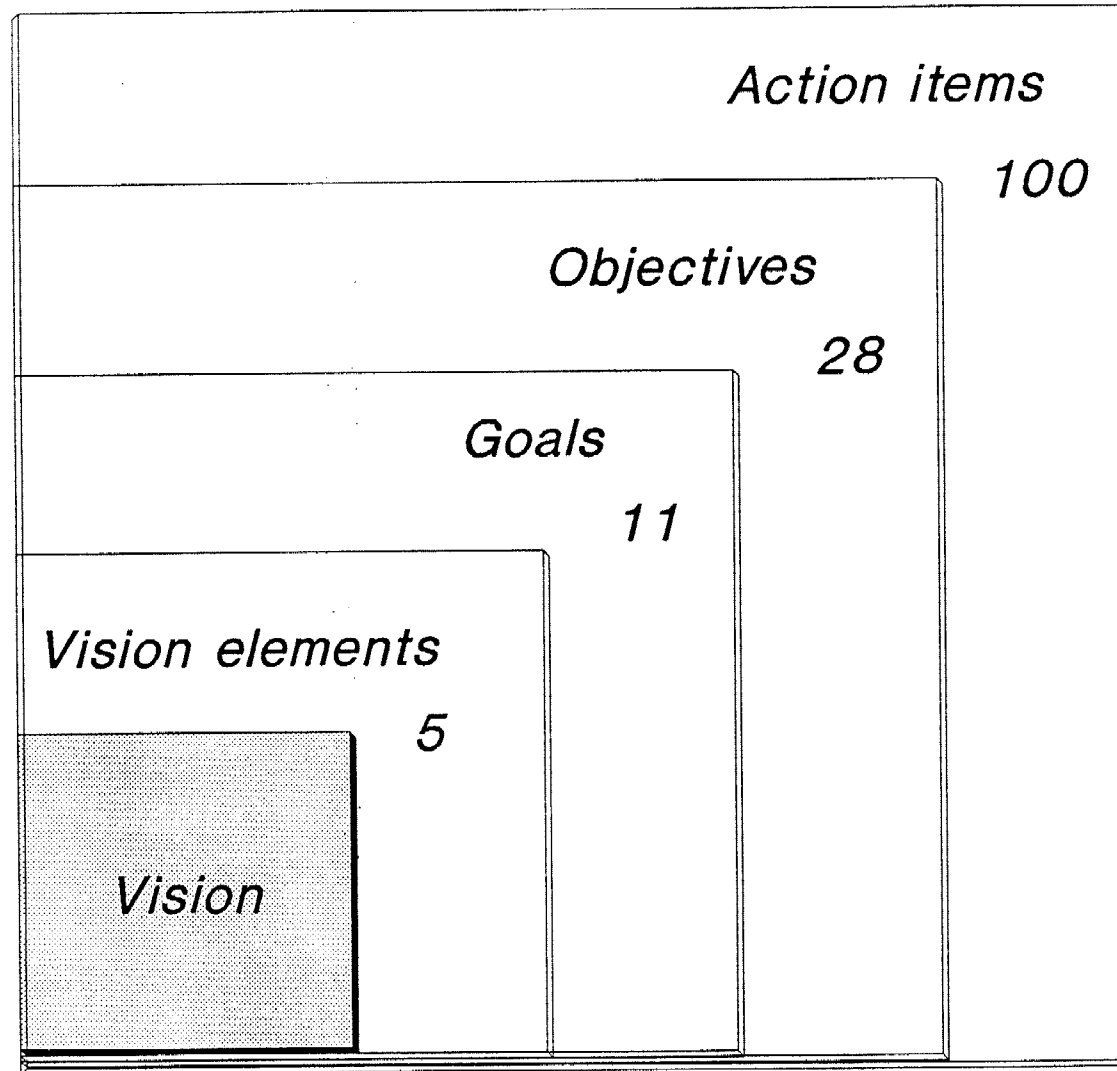


# *GOALS, OBJECTIVES, & STRATEGIES*

P L A N

S  
T  
R  
A  
T  
E  
G  
Y

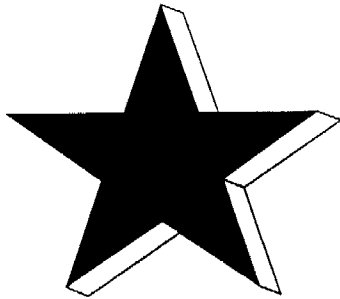


R  
E  
Q  
U  
I  
R  
E  
M  
E  
N  
T  
S

# VISION

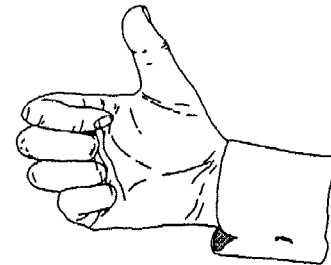
- Responsiveness to mission accomplishment
- Flexible, simplified, and cost-effective programs
  - consistent with merit principles
  - based on sound business practices
  - support customer expectations
- Individual worth of employees recognized
  - workplace free of discrimination
  - sensitive to needs of diverse work force

# SERVICE CHRM CONTRIBUTES TO MISSION



Organizational structure effectively and  
efficiently supports mission

Quality products and services provided  
to all customers



## SERVICE OBJECTIVES

Personnel functions streamlined and organizations restructured to support CHRM concept

Continuous process improvement fully integrated

Evaluation tied to strategic planning with focus on delivery of quality of customer service

EEO function positioned for maximum effectiveness

EEO training consolidated under DEOMI

Grievances, complaints investigations, reviews, and appeals consolidated

# STRATEGY FOR SERVICE

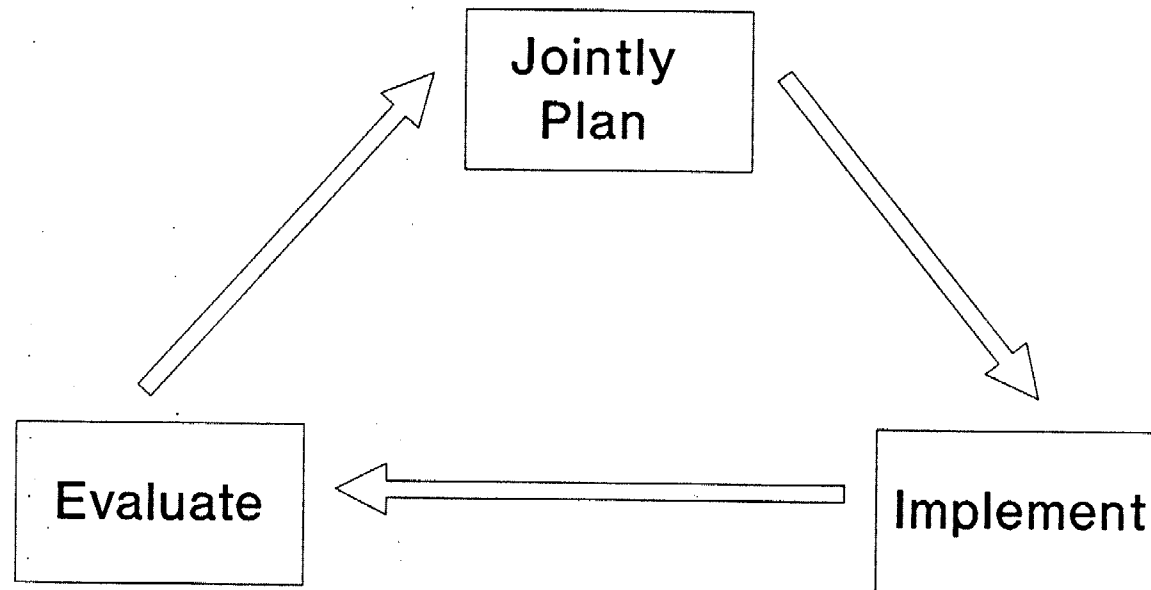
Centralized policy development at the Department level.

Consolidation of selected functions at OSD.

Operating offices owned by Components with some regionalization of servicing.

# STRATEGIC PLANNING FUNCTIONALLY INTEGRATED INTO CHRM

Implemented



# PLANNING OBJECTIVES

CHRM strategic plan jointly developed by  
OSD and Components

Annually evaluated, updated and published

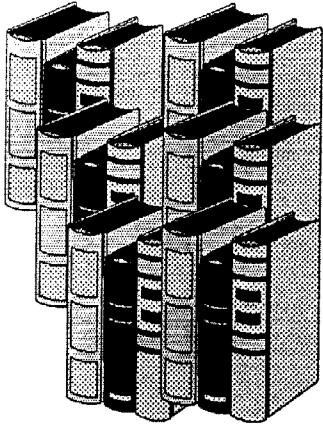


# STRATEGY FOR PLANNING

Corporate human resources management philosophy to cope with dynamic political, economic, and demographic challenges.

OSD will lead and coordinate a collaborative effort to develop a core strategic plan for CHRM. Functional business plan used as a baseline for development. Sufficient resources allocated to support initial planning and evaluation process below HQs level.

# POLICIES & PRACTICES SIMPLIFIED AND FLEXIBLE



1990

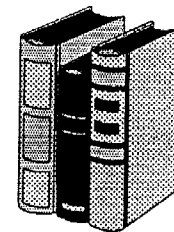
Flexible DoD policy facilitates  
mission accomplishment

Unified approach to oversight agencies

Manager's control of resources  
enhanced by delegation

Managers are supported  
by professional CHRM advisors

2000



# POLICIES & PRACTICES OBJECTIVES

Single coordinated DoD-wide policy issuance

Identify and analyze major CHRM issues

Authorities delegated to lowest practicable management level

CHRM professional staff are management advisors and integrated into organizational decision processes

# STRATEGY FOR POLICIES & PRACTICES

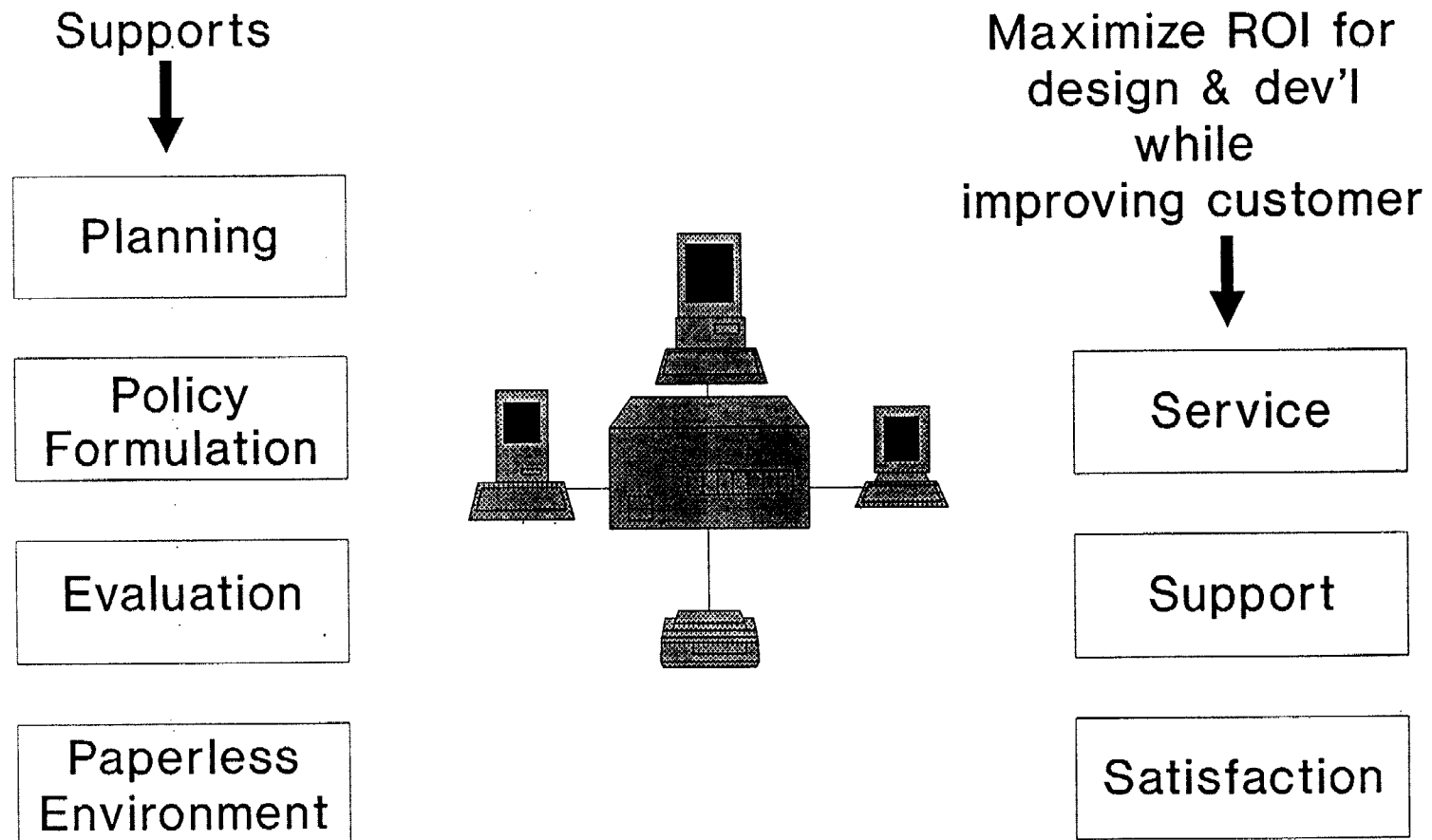
## *Short-term*

DoD level CHRM policy office issues succinct guidance and regulations on Civilian Personnel and EEO areas, and represents the Department with external oversight agencies. Functional organizations are streamlined and duplication eliminated. Flexibility to managers maximized by additional authorities and delegation. Operating offices dev'l & issue implementing instructions.

## *Long-term*

OSD working with oversight agencies and unions dev'ls a package of legislative and regulatory proposals emphasizing simplification, flexibility, and increased effectiveness of business practices.

# INFORMATION MANAGEMENT A STRATEGIC CHRM RESOURCE



# INFORMATION MANAGEMENT OBJECTIVES

Use of CHRM information system integrated in decision-making.

Electronic storage, retrieval, and data transfer

Information requirements established for EEO

Functional ownership

Exploit information resources

Monitor non-centrally developed applications

# STRATEGY FOR INFORMATION MANAGEMENT

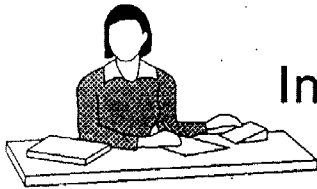
Use information technology effectively and efficiently.

Strong coherent information management program will strengthen CHRM management.

Functional management responsible for funding, costs, and benefits of systems.

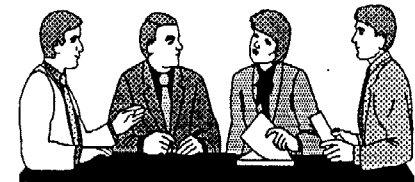
New development exploits leading edge technology and emphasizes open systems architecture throughout the Department and with major external interfaces.

# CIVILIAN WORK FORCE EMPLOYEES VALUED AND TREATED AS ASSETS



Innovative programs = supportive work environment  
to  
attract, develop, & retain

Management of Diversity will evolve from  
Equal Employment Opportunity  
and Affirmative Employment Programs





# CIVILIAN WORK FORCE OBJECTIVES

Market employment

Total compensation package

Valid performance measures

Effective & innovative awards system

Improve quality of work life

Coordinated, cost-effective, & timely training

Work force adjustments with minimal disruptions

Programs achieve work force diversity

Management of Diversity

Management of Diversity integral part of CHRM

# STRATEGY FOR CIVILIAN WORK FORCE

## *Short-term*

OSD and Components maximize flexibilities which currently exist in U.S.C.

OSD obtain additional flexibilities which exist in U.S.C. but are retained by oversight agencies.

## *Long-term*

Pursuit of a new statutory framework for Appropriated Fund employees.

## OVERALL STRATEGY

Concurrently pursue opportunities for legislative, external regulatory, and Departmental level changes.

Within existing statutory and regulatory environment pursue all available options.

Focus on persuading external oversight agencies to change regulatory structures to allow DoD to operate efficiently and economically.

Manage change to achieve goals and objectives whether evolutionary or driven by external forces.